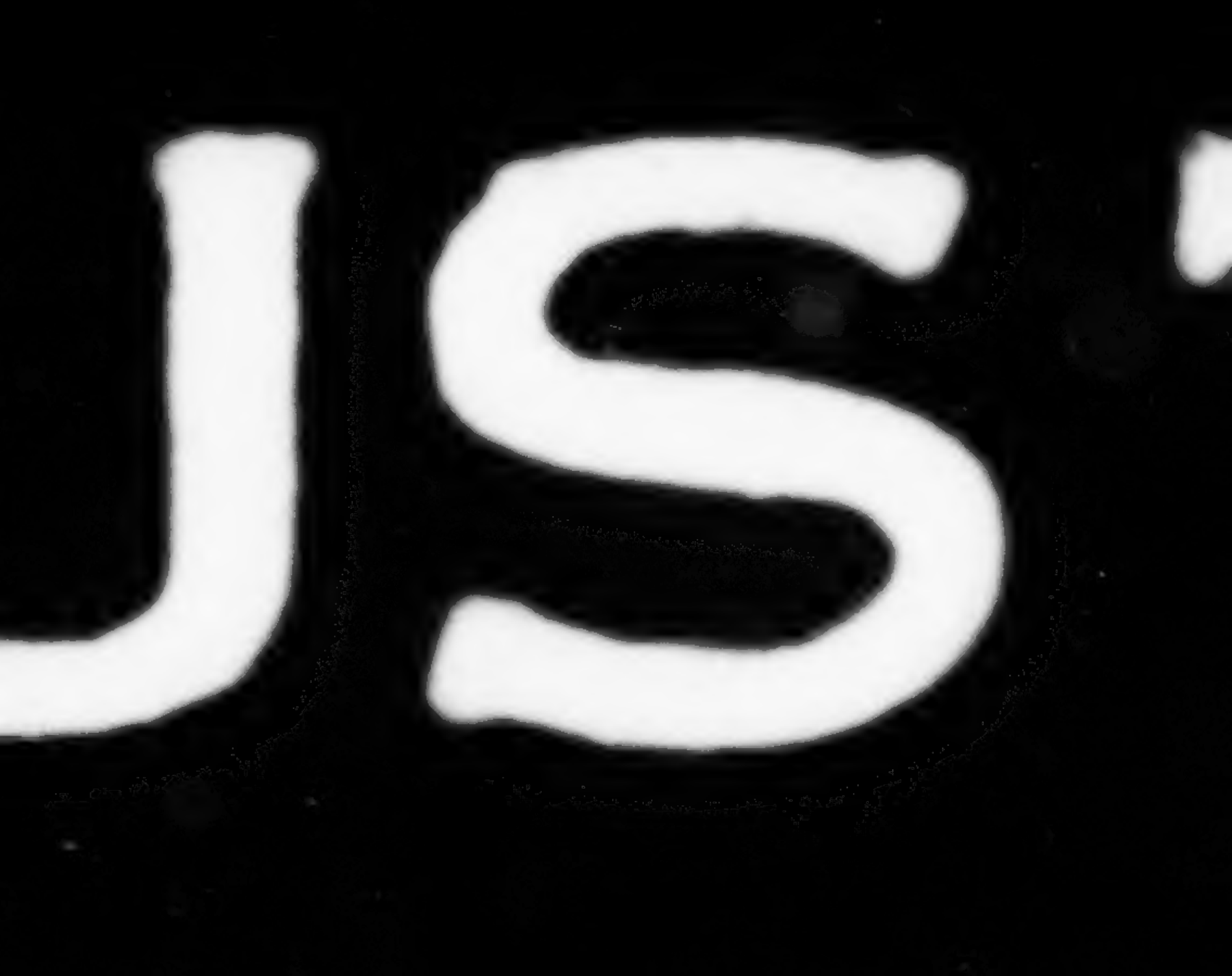

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ABSTRACT

An evaluation is given of the accomplishments of the State of Oregon institutional libraries between the periods of May 2 and August 23, 1968 including recommendations for future endeavors. Early in 1968 the Assistant State Librarian conferred with institutional administrators and library Advisory Council members for Library Services and Construction Act (LSCA), Title IV-A on the priority needs within each of Oregon's eleven institutional libraries. These expressions of extreme need were the basis for Oregon's fiscal 1968 spending. The apportionment of monies for the particular institutions and the amounts allocated to them are presented in a table. For each type of institutional library, specific standards for library personnel, materials, services and facilities were developed as a guide for the administrators responsible for these activities. Basic considerations necessary for adequate library services are: (1) finance, (2) services or personnel, (3) materials, (4) facilities, (5) services and (6) in-service training. Recommendations are: (1) establishment of a new division of Institutional Library Services in the State Library, (2) development of definite goals and target dates for bringing the library program at all major institutions under professional direction and (3) the State Library upgrade holdings and resources in areas of responsibility of institutions related to the culturally disadvantaged and handicapped. (NH)

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LIBRARY SERVICES AND CONSTRUCTION ACT
TITLE IV-A's First Thrust - 1968

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by

Rodney J. Gould
Institutional Library Services
Coordinator

LI 001 893

Oregon State Library

Salem, Oregon

1968

INTRODUCTION

Again the Library Services and Construction Act, Public Law 89-511 of 1966 and as amended in 1967 as Public Law 90-154, made its impact upon institutions of the State of Oregon. The first 100% federal funding giving to the State of Oregon $38,000 to improve its institutional library services is already in retrospect for fiscal year 1968. An exhilarating experience it was for the institutions and the benefits definitely will be far-reaching. This vitamin supplement, basically expressed in materials, is the first result of the extensive, lucid, and very enlightening study-in-depth done by Mr. William Carlson in his Oregon State Institutional Library Services; Analyses and Recommendations , published in 1967. It cannot be emphasized too much that one wishing to become acquainted with improvement of institutional library services or actually doing something about it, be thoroughly versed in the reading of this study, re-reading it and, if being in a position of activism, undertaking specific tasks outlined therein at the quickest opportunity. Intent of this writer was to carry out as many recommendations of the Carlson Report as were feasible in this first thrust to improve, enrich, advance, promote, elevate, rediscover the benefits that can be derived from library media within the secluded setting.

One must be mindful of the concerted deliberation of Advisory Council members who represent the institutions. These people proffer wise counsel which is the fruition of constant daily dealings with inmates, patients, and students. Their many suggestions have been beneficial to evaluator and coordinator alike who have been commissioned to carry out the intent of the law expressed in LSCA, Title IV-A.

Staff of the Oregon State Library must also be recognized, for without the wholehearted cooperation of these dedicated people who have emoted and given

State Library service to institutions for many years, there would have been no successes for the coordinator in this first venture with funding.

The summer Institutional Library coordinator, a professionally trained librarian and also teacher of the deaf, has been a proponent of quality library service within one of Oregon's state institutions, namely, the Oregon State School for the Deaf. Though his concern has basically been that for a circumscribed population of the handicapped, his overall empathy for the recognized incarcerated, culturally-deprived populations within Oregon's eleven institutions was stretched to cinemascope proportions by this experience. His basic concern for the implementation of quality library services within the Oregon State institutions still persists as the quest has only begun. This summary report includes the evaluation of the accomplishments between the periods of May 2nd and the 23rd of August, 1968, and recommendations for the State of Oregon institutional libraries for future endeavors.

CHAPTER I

GETTING STARTED

Quality library services will come only from adequate financing of institutional libraries from specially appropriated funds to augment various federal sources. Quality comes from the positive support of many different local and state agencies at all levels and when qualified professional librarians and appropriate clerical assistance is procured as is mentioned specifically for Oregon in the Carlson Report. Quite necessarily suitable facilities, furnishings, and equipment and supplies for the library collections within said institutions, point toward adequate libraries serving the people who have no recourse to improvement of library resources affecting their rehabilitation, education, and recreational aura they meet on a day-to-day basis.

The coordinator's firm belief is that a well-organized, quality library is the crux to the quality of service within any given institution in serving its inter-disciplinary interests, varying types of needs of staff members, and being responsive to various departmental interests and requests, let alone the thinking and considerations for the needs of those people being served within the institution. Above all, these people served should be the objects of our concern. Institutions should exist only for the rehabilitation and education of these inmates, patients, students who should be returned as productive citizens to our society. The best libraries in the State of Oregon to carry out this premise should be those of the institutions.

Placement of the library within the organizational structure of an institution is critical. To use a homely illustration, a library should be the "treated flea collar" of the institutional canine. This flea collar treats the whole dog and is not the last consideration at the tail end of the dog. Surprisingly, the information held within libraries and unlocked by a perceptive, professionally

trained librarian keeps problems at a minimal level or offers solutions to problems when there is a call. Libraries in our knowledge explosion of the day are not a frill but a necessity to existence in the world in which we live. Ignorance is no longer bliss.

From the very start, the usual and most necessary cooperation, planning, approval, more planning, and then execution of a project have brought about successes of fiscal 1968 for Library Services and Construction Act, Title IV-A, entitled Improvement of Institutional Library Services. Administrators and concerned personnel of Oregon's eleven institutions and twenty-two libraries participated in these processes along with the expertise or knowledge of many years experience on the part of the staff of the Oregon State Library.

Early in 1968, Miss Loretta Fisher, Assistant State Librarian, conferred with institutional administrators and library Advisory Council members for LSCA, Title IV-A, on the priority needs within the separate institutional libraries. These expressions of extreme needs were the bases for Oregon's fiscal 1968 spending. Table I is the overall view or apportionment of monies for the particular institutions and the amounts allocated to them.

Table I

BUDGETED EXPENDITURES

FISCAL 1968

	PROPOSED	ATTEMPTED	ACCOMPLISHED as of 8-31-68
PERSONAL SERVICES	$ 6,500	$ 3,120.06	$ 3,120.06
SERVICES AND SUPPLIES	1,180	1,588.75	325.00
SPECIAL PAYMENTS	3,500	3,500.00	2,000.00
CAPITAL OUTLAY:			
School for the Blind	1,330	1,276.54	897.30
School for the Deaf	1,925	1,966.83	1,293.13
Correctional Institution	2,500	3,233.10	1,157.99
Hillcrest School of Oregon	1,015	1,000.86	501.88
MacLaren School for Boys	2,425	2,265.55	1,755.84
Oregon State Penitentiary	3,400	3,185.98	960.77
Columbia Park Hospital	1,700	1,921.50	1,097.71
Dammasch State Hospital	2,675	2,648.00	2,043.70
Eastern Oregon Hospital	1,275	1,314.20	974.66
Fairview Hospital	1,920	2,145.05	1,753.72
Oregon State Hospital Diploma Nurses	3,150) 500)	3,730.07	3,043.96
State Library*	3,005	3,082.23	2,716.43
	TOTAL	$35,987.72	$23,642.13

*Hill List:

68 Professional journals
210 Books for state gov't staff development

Since final approval of the first year's funding by the Federal Government was not known until April 5, 1968, this necessitated that the first year's thrust be oriented to a materials concentration. April 15, 1968, Advisory Council for LSCA, Title IV-A, deliberated and gave final approval to the plan. Progressively the approved plan was okayed by the Oregon State Library Board and finally the Emergency Board of the Legislature on April 29, 1968. This writer, through a contractual agreement with the State Library, embarked upon marshalling forces in the form of qualified personnel to serve within separate institutions as well as the State Library in the clerical needs of the program. Coinciding with the employment of personnel to serve individual institutional libraries, conferences with the heads of the divisions for Corrections, Handicapped, and Mental Health were accomplished. These conferences were most rewarding in giving this writer identical feelings to those expressed within the Carlson Report of the worthwhileness of this program and the wholehearted backing of the administrative direction of the institutions.

Tooling for the time deadline of June 30, 1968, that had to be met required an administrative plan for selection and acquisition processes of the book and non-book media. Mr. Paul Hughes, director of Technical Services Division of the Oregon State Library, was most helpful in assisting in setting up procedural flow for the necessary operations and records for book ordering, bookkeeping, receipt of materials and their distribution to the separate, benefitting institutions. The methodical thinking-out of these processes adapted to Institutional Library Services set the wheels smoothly rolling for this new venture and, hopefully, any others to follow.

Looking in retrospect and experiencing the day-to-day problems even with the most smoothly set plan, this writer cannot express too strongly the benefits derived from operating through the mechanics of the Oregon State Library as the

serving agency. To even imagine apportionment of monies to the separate institutions operating under the same deadlines with the personnel they had available, not including the personnel funded under the program, and ordering materials in their usual manner, the result would be pure conjecture. Chaos for some libraries who have never experienced any financial help, who live on donations, and that just basically exist, would have been hard pressed to receive two-thirds or even three-fourths of the materials that were requested.

The lay person cannot appreciate the massing of professional library tools in one place used by professionals in the ordering process and coupled with the know-how of people who have for years within the State Library and in the book industry supplied and processed materials for the State Library. The ordering of books is a "special breed of cats" situation. It cannot be done as efficiently as by those who do it on a day-by-day basis. Knowing whether a book ever was printed or not, knowing its exact title or title variations, who published it, who re-published it and when, what the varying bindings and prices of them are; all are very important considerations. Even within professional tools such as Books in Print and Cumulative Book Index, there are problems for the experts in determination of bibliographic information. In addition to the regular professional tools, the collection in one place of individual publisher catalogs, giving the latest publisher information, is something that small, basically unorganized library collections do not have.

Coordination for the summer included visitations to institutional libraries and the personnel serving them, giving information as to proper book selection aids for the population served within the institution, answering questions regarding the ordering process, and giving pointers as to what is good media selection. All institutions were visited at least once. The institutions, of course, within the Salem area received extra attention solely due to logistic placement. Since

most of the personnel serving in institutional libraries are not fully trained librarians, this coordinator's feelings for the existing personnel's responsibilities reminded him of earlier endeavors as a teacher-librarian, part-time librarian, full-time librarian, and then finally, full-time librarian with assistance. To dream or even partially imagine repetition of such evolution within each institutional setting or settings and knowing what can be done using quality library information services, there is hope on the horizon for improvement beyond an elemental materials level for Oregon's institutional libraries.

Bright spot for the summer was the two-day workshop held by the coordinator for all of the institutional librarian personnel presently serving in the separate libraries. This was a most necessary informational session having to do with the organization of materials received in the first allocation of LSCA, Title IV-A funds. The expression of a need for additional training on the part of those present, impressed the coordinator that a training program specifically geared to institutional library services is a necessity.

Final activities for the summer included deliberations on State Budget planning for 1969-1971 biennium and fiscal 1969 Library Services and Construction Act, Title IV-A program. Quite necessarily, these are essential activities for the ongoing necessities for improving institutional library service. Without plans predicated upon faith, there is no progress.

CHAPTER II

LIBRARY STANDARDS FOR OREGON'S INSTITUTIONAL LIBRARIES

Within the past decade, statements of standards have been formulated as guides to developing totally adequate libraries. These standards are the result of group enterprise on a wide scale. They represent an informed consensus and have been prepared for public libraries, state library agencies, special libraries, and for libraries in schools, colleges, hospitals, training schools and correctional institutions. Each set of standards have similar basic goals and concepts, but there are essential differences.

In each of these types of libraries, specific standards for library personnel, materials, services and facilities have been developed to guide the administrators responsible for these activities. Where two or more types of library services are coordinated within one institution, standards pertinent to each type of service should be applied. Oregon institutions listed should note the following standards and apply them:

Division for Special Educational Services

Oregon State School for the Blind - 5, 7
Oregon State School for the Deaf - 6, 7

Division for Mental Health

Columbia Park Hospital and Training Center - 1, 2, 8, 11
Fairview Hospital and Training Center - 1, 2, 7, 8, 11
F. H. Dammasch State Hospital - 1, 2, 8, 11
Eastern Oregon State Hospital and Training Center - 1, 2, 8, 11
Oregon State Hospital - 1, 2, 7, 8, 11

Division for Corrections

Hillcrest School of Oregon - 2, 4, 7
MacLaren School for Boys - 2, 4, 7
Oregon Correctional Institution - 3, 8, 9, 10, 13
Oregon State Penitentiary - 3, 8, 9, 10, 13

Standards	Accepted and Endorsed by:
I	I
027.615 Hospital Libraries: Objectives A512h and Standards. (The three parts include: Patients' Library, Hospital Medical Library and School of Nursing Library). American Library Association 1953, 1963.	American Hospital Association; American College of Surgeons; Medical Library Association; American Library Association; Special Libraries Association; National League for Nursing.
II	II
026.61 Guide for the Development of libraries in schools of Nursing. 2nd edition. National League for Nursing, 1964.	National League for Nursing.
III	III
365 Objectives and Standards for American Libraries in Correctional Institutions. Approved by the Association of Hospital and Institution Libraries of the American Library Association and by the Board of Directors of the American Correctional Association in 1962. In American Journal of Correction, July-August 1962, Vol. 24, pp. 26-30.	American Correctional Association, American Library Association, Association of Hospital and Institutional Libraries.
IV	IV
649 Institutions Serving Delinquent Un3bu Children: Guides and goals. U.S. no.360 Department of Health, Education doc. and Welfare. Children's Bureau... National Association of Training Schools and Juvenile Agencies, 1962. (Library Services, pp. 83-86.) Superintendent of Documents, U. S. Government Printing Office.	U. S. Department of Health, Education and Welfare, Children's Bureau; National Association of Training Schools and Juvenile Agencies.
V	V
027.663 Commission on standards and accreditation of services for the blind. Committee on standards for library services. Standards for library services for the blind and visually handicapped.	COMSTAC American Library Association.

Standards		Accepted and Endorsed by:
	VI	VI
027.8 Un58s	Standards for library-media centers in schools for the deaf; a handbook for the development of library-media programs. Washington D. C. 1967.	American Instructors of the Deaf; American Library Association.
	VII	VII
027.8 A51ls 1960	Standards for School Library Programs...American Library Association, 1960.	American Library Association, American Association of School Librarians and Public Library Association; American Association of Colleges for Teachers Education; American Association of School Administrators, American Personnel and Guidance Association; Association for Childhood Education International; Association for Supervision and Curriculum Development; Catholic Library Association; National Education Association; National Association of Secondary School Principals; National Citizens Council for Better Schools; National Council for the Social Studies; National Council Teachers of English; National School Board Association; National Science Teachers Association; Secondary Education Board.
	VIII	VIII
027.073	Public Library Service: A guide to evaluation with minimum standards. American Library Association, 1956.	American Library Association
	IX	IX
027.073	Interim Standards for Small Public Libraries. Public Library Association...American Library Association, 1962	Public Library Association, a division of the American Library Association.

Standards	Accepted and Endorsed by:
X 027.574 Standards for Library Functions at the State Level. American Library Association, 1964.	X American Association of State Libraries for the American Library Association.
XI Objectives and Standards for Special Libraries. Special Library Association, 1964.	XI Special Libraries Association.
XII Standards for Junior College Libraries. In College and Research Libraries, May 1960, vol. 21, pp. 200-206.	XII American Library Association, Association of College and Research Libraries.
XIII AIA Standards for College Libraries. In College and Research Libraries, July 1959 vol. 20, pp. 274-80.	XIII American Library Association, Association of College and Research Libraries.

(Call numbers are those of the items cataloged and available from the Oregon State Library)

Recognizably, standards are goals. They represent a quest for a person, group, or interested organization that wishes improvement. At the State Library level and at the request of Advisory Council members and administrators of most of the Oregon institutions, Institutional Library Services has been established in a coordinating capacity to: First, make the standards known; secondly, establish where institutions stand in relation to standards; and lastly, to guide toward attainment of standards as politics, passion for the privileges of standards, and money will allow.

Budgetary planning for the 1969-1971 biennium calls for continuation of this program with backing of State General funds to place the State Library responsibility on a sound, State-funded basis. The State Library's responsibility for improving institutional library services, as stated in their particular set of standards, can now be undertaken in an active rather than a passive role. The passive role is explained in this manner: The State Library has always been available to render service when requested, using the existing staff in various established departments, but these departments have had no direct responsibility for institutional library developmental needs. A separate division within the State Library actively caring for institutional library services can be explained in no other terms than natural.

Crying needs of state institutions and their libraries, nationwide, reached the halls of our Federal Congress. Honorable Representatives, the late John Fogarty, Rhode Island, and Roman Pucinski, Illinois, have been two instrumentalities in speaking out against a coast to coast blight. Total support by Oregon's U. S. Senate and House representations helped bring LSCA, Title IV-A into actual enactment.

Legislative action concerned with improvement of institutional libraries indicates that there is an adequacy question involved in institutional library

services. The following outline of what is called adequate library service is a synthesis of basic considerations that will be found in all the aforementioned library standards.

ADEQUATE LIBRARY SERVICES

I Finance
- A. Federal
- B. State

II Personnel or Services
- A. Coordination
- B. Professional librarians
- C. Non-professional personnel
- D. Contractual agreements for services

III Materials - up-to-date and appropriate to needs of the institutions
- A. Books
- B. Periodicals
- C. Non-book media

IV Facilities
- A. Space
- B. Furnishings
- C. Equipment
- D. Supplies

V Services
- A. Reference
- B. Reader services
- C. Technological
- D. Technical processing

VI In-service Training

In various State reports received to date of institutional library assessments in the states of New York, Ohio, and New Jersey, all of the comments point to personnel as the top priority need within institutional library services. Trained professional librarians and their immediate employment or training of the existing library personnel at the earliest possible time, is the crux to quality operation.

Libraries, most ideally, are best served by librarians, just as Safeway stores depend upon managerial personnel to be managers of Safeway stores. Lawyers who duly pass the bar and serve in courts of law, doctors treating medical ills as licensed practitioners of medicine are other examples of the expert performing essential services. Certain states have within their institutions never experienced the effects of professional librarianship training and concomitant service. Within an institution, these people should be highly motivated to carry out activities as a communicator, a practitioner in information, organizing it and disseminating it to those who have a need to know.

In the State of Oregon, the philosophical judgment has been made relative to the employment of library personnel within the institutions. Basically the responsibility will lie with the institution desiring such service. It is felt by the State Library that the librarian employed by the institution will be more responsive to the need within the various departments within the institution rather than as an employee of the Oregon State Library. Selection processes of qualified candidates suited to the needs of the particular area concerned within corrections, mental health, or working with the handicapped, can be more specifically applied. Coordination processes at the State Library can make administrators aware as to possible candidates who are fully qualified and eager for such employment within the institution. Standards include more than considerations for just personnel, however. If adequate finance and personnel

are available, the succeeding factors in the outline will more than likely take care of themselves.

CHAPTER III

RECOMMENDATIONS

Before recommendations of this coordinator are given, it must be repeated again that the general as well as specific recommendations of the Carlson Report be re-read. Not only should they be reviewed, but action taken on the phased program he suggested. Of course, much of this is dependent upon legislative action. His first priority "that a new division of Institutional Library Services be established in the State Library" has been accomplished but is awaiting further financial authorization and permanency on a State-funded basis.

Recommendation two "that definite goals and target dates be developed for bringing the library program at all major institutions under professional direction" still is in process. Present exigencies of world, national, and state affairs perhaps point to alteration in Mr. Carlson's phased program, particularly for the years 1967 to 1969. This year's Advisory Council for Title IV-A has strongly recommended, and administrator backing from the institutions has been given, to the establishment of administrative direction of Institutional Library Services at the State Library. Necessarily the State Library is concerned about carrying out this expression of wishes. The coordinator's position and that of his secretary are presently in the Oregon State Library Institutional Library Services budgetary planning. Other professional librarian positions in Phase One of the Carlson plan, as stated earlier, will become responsibilities for institutional requests for such personnel.

Third recommendation "that the State Library upgrade its holdings and resources in areas of responsibility of institutions related to mental illness, retardation, correctional custody, and education of the handicapped" has been fulfilled to a great degree. The purchase of over seventy professional journals and many of the books mentioned in the bibliographies of the Mildred Hill study

entitled Library Services for State Government, published this year, were purchased for backup of the Institutional Library Services program at the professional library level. Again, let us emphasize that these materials are now available, or soon will be available, and references made to them in the Oregon State Library Master Book Catalog of Adult Nonfiction.

As a practitioner in one of Oregon's institutions, the following recommendations are given:

1. Selection policies for books and other media should be established for each institution and for individual libraries established within them. These policies would be based upon the goals and the objectives of the institutions and in tune with applicable library standards for any given institution. Development of these special policies should be accomplished with the assistance of the Institutional Library Services coordinator or the professional librarian serving the institutions. These policies should reflect the needs of patients, students, inmates, and staff serving them.
2. Library committees should be established in each institution and all types of work or workers within the institution should be represented.
3. Institutional libraries should be operated on a business-like basis and operated on an echelon of priorities. Libraries operated as businesses and guided by professionals will perform in like manner for total benefit to the institution served.
4. Demonstration libraries for each of the three divisions should be established. These libraries would be equipped according to standards and served by professional librarians. Which institutions should be picked would probably be an Advisory Council, Title IV-A determination. Beefing up of the best or the weakest first, largest or smallest, or on a

regional basis, are possible determinents. Recognizably, three libraries equipped to these standards would be costly, but there must be a demonstration of outstanding library service to institutions.

5. A demonstration library must be oriented toward a type of handicap or problem, as an example: if Fairview Hospital and Training Center's library was built up to standards to meet the needs of professional staff serving mental retardation statewide, and it could become the State's information center on mental retardation. A library within this institution or any other chosen would benefit Higher Education programs also, training of their students, and most assuredly those handicapped that are served by trainees. This library with a sharing attitude could also be helpful to administrators of the more than 222 private community programs in Oregon serving the retarded. Similar libraries facilitating staff information resource centers for corrections and the handicapped could be established to serve such problems and needs statewide, as a focal point for them and the people interested in such concerns.

6. Inter-institutional cooperation should be encouraged so that the flow of materials commonly owned by the State of Oregon may be inter-library loaned, shared, and institutional provincialism held to a minimum. Many materials can become useful in other than the one setting which houses them. Cooperation is the key to success of institutional library service statewide.

7. Through administration of institutional library services via the State Library a library network for institutions can prove their service basically sound to the residents within the institutions. Professional

libraries within the institutions would receive due consideration in their development as well, but the libraries for patients, inmates, and students should come first.

8. Institutions at a distance from the Willamette Valley area should perhaps contract for bettered library services with neighboring regional or public libraries.

9. Transportation of media from the State Library might be established on a more frequent basis to institutions so that there would be better use of materials held at the State Library in augmenting institutional collections. This increased periodicity to deliveries would be brought about by inter-agency mail procedures or other institutionally oriented solutions. Basically, this coordinator feels that the State Library resources could be utilized far more beyond the good levels of usage even now.

10. The procedures for purchase of books now required of State institutions should be inspected for its currency to the times and present day problems in the book publication business. Relaxation of the procedure to purchase such materials through the highly efficient Technical Services Department or Institutional Library Services would greatly improve institutional libraries.

11. Placement of the Oregon State Library Master Book Catalog of Adult Nonfiction in a strategic place within the institution and convenient to everyone can greatly augment institutional library resources and in many cases save on needless purchase duplications.

12. Recognizably, there is a shortage of librarians within the United States, and as a result there is a recruitment problem for such personnel. A training program for existing personnel serving in institutional

libraries should be carried out posthaste and geared to the needs of institutional librarianship. This training held on a workshop basis at regular intervals at the State Library would approach the recruitment problem from a reverse angle. Many of these people now operatives in Oregon's institutions are highly motivated to perform as librarians and hold the pulse beat of the institution within which they work. Several have expressed a desire for such training through a workshop process or through courses existing within Oregon's Higher Education system. These people can be infected with modern attitudes of much improved informational programs.

During this wonderful experience in working with Oregon's eleven institutions and their staff, this respondent realized during several visits that a librarian is labeled a "do-gooder" in terms of the therapeutic arm of treatment teams within institutions. This is just quite all right, as this "do-gooder" is reminded of an earlier college experience repeated each year. It was a message given by a sociology professor entitled "Are You Part of the Answer or Part of the Problem." The list of recommendations is but a part of this coordinator's answer and his attempt to be part of the answer overall in assisting the improvement of Oregon's institutional libraries.

Is institutional library service worth it all? In a report entitled Library Service in Ohio Institutions, received at the Oregon State Library September 12, 1968, is a paragraph telling about a man who had spent ten of twenty years within Oregon's prison. Dr. Arthur Cain, director of the Society of Seven Sinners in California, stated this individual had been out of prison for nine months. He got his start in prison through reading, including some of Dr. Cain's books. This individual is now working on his M. A. in psychology at Washington State University. Though this is an isolated case, the effect of a library can and does happen. For

these separate individuals it makes it worth every redemptive cent. Over 8,000 people at Oregon's institutions deserve these same experiences through bettered library services.

The challenge is this. This was the first thrust. Will you as a reader of this report be "part of the answer" for the second effort and beyond? Another part of the answer is personal involvement. Be a participant.